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**ATTITUDINAL AND DEMOGRAPHIC CHARACTERISTICS
OF COMPANY COMMANDERS: A COMPARATIVE
ANALYSIS ACROSS RECRUIT TRAINING CENTERS**

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ATTITUDINAL AND DEMOGRAPHIC CHARACTERISTICS OF COMPANY
COMMANDERS: A COMPARATIVE ANALYSIS ACROSS
RECRUIT TRAINING CENTERS

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) To provide background information for an ongoing study (seeking to develop psychometric measures predictive of company commander effectiveness), a survey questionnaire was administered to company commanders at the Navy's three recruit training centers. The survey assessed the comparability of the training centers in terms of the demographic characteristics, satisfaction levels, and job-related attitudes of onboard company commanders. In addition, data from this study were compared with similar data collected in a 1957 survey.		

FOREWORD

This adjunct to the Recruit Company Commander selection research was performed as part of a larger effort under Exploratory Development Task Area ZF55.521.030 (Recruitment, Selection, and Classification of Navy Personnel) and Work Unit Number ZF55.521.030.01.03. The Recruit Company Commander Selection Research was initiated in response to a request from the Chief of Naval Technical Training to develop psychometric measures predictive of recruit company commander effectiveness for use in selecting prospective company commanders. The present research effort developed background information against which to evaluate the findings of the ongoing validation study. Specifically, this study assessed the comparability of conditions across the Navy's three recruit training centers in terms of demographic characteristics and attitudinal-evaluative reactions of onboard company commanders.

The assistance of the naval training centers at San Diego, Great Lakes, and Orlando throughout all phases of this research is gratefully acknowledged. In particular, the cooperation and support provided by LCDR V. Rambo, Military Training Officer at San Diego, LCDR W. H. Mitchell, Jr., Director of Military Training at Great Lakes, and LCDR B. L. Clark, General Naval Orientation Officer at Orlando, is especially appreciated.

J. J. CLARKIN
Commanding Officer

SUMMARY

Background

The recruit company commander plays a critically important role in the initial training of enlisted personnel. It is therefore considered essential that highly qualified personnel be assigned to this function. The principal focus of the present research program is to develop valid selection criteria for use in making these assignments.

Purpose

To develop background information against which to evaluate the findings of this validation study, it was considered desirable to compare conditions across the Navy's three recruit training centers (RTCs). Accordingly, a survey questionnaire was sent to company commanders at Great Lakes, Orlando, and San Diego ($N = 960$). The questions covered the demographic characteristics of on-board company commanders, as well as their reaction to and satisfaction with various aspects of company commander duty. The purpose of this report is to present a comparative analysis of the questionnaire results. An ancillary purpose is the comparison of data from this study with similar data collected in a 1957 survey (Toch, Alf, & Gordon, 1957).

Approach

The survey questionnaire was completed under anonymous conditions by company commanders at Great Lakes, Orlando, and San Diego. Of the questionnaires returned ($N = 618$), 28 percent ($N = 172$) were from San Diego, 37 percent ($N = 228$) from Great Lakes, and 35 percent ($N = 218$) from Orlando. Respondents from Orlando included both male ($N = 184$) and female ($N = 34$) company commanders.

Findings

In terms of demographic characteristics, the following statistically significant differences were found among company commanders at the three training centers: (1) the percentage who volunteered for company commander duty, (2) their length of

service, (3) their present rate, and (4) the number of companies they have pushed. There were no significant differences across training centers in the percentage of company commanders who expected to fill the role of company commander when learning of their present assignment and the percentage who were on their first tour of company commander duty when the survey was conducted. Answers received from female respondents at Orlando were consistently different from those of their male counterparts.

Satisfaction levels, assessed by nine satisfaction dimensions, differed significantly across the training centers. Company commanders stationed at Orlando reported the highest levels of satisfaction, followed by San Diego and Great Lakes. However, since there are a variety of initial differences in the company commanders assigned to each location, it cannot be concluded that location, per se, has a causal effect on satisfaction level. In addition, satisfaction levels varied across the nine satisfaction dimensions. The least favorable reactions were directed at such aspects of company commander duty as psychological distance between superiors and subordinates, administrative flaws in the utilization of personnel and definition of performance standards, and bureaucratic frustration. The most favorable reactions concerned the opportunities for personal accomplishment obtained by doing challenging work and the support provided by battalion commanders and peers in the performance of the job.

Company commanders at the three centers agreed in their evaluation of a wide variety of factors related to company commander duty. Areas of interest include administrative difficulties, the poor quality of recruit input, and the issue of recruit discipline. On the same issues, some distinct changes in perception have taken place between 1957 and 1974. The items with the highest agreement over time concern company commander performance--e.g., performance evaluation systems and characteristics which promote company commander effectiveness. The items with the lowest agreement reflect changes in the issues of recruit discipline and the emphasis placed on military appearance.

Recommendations

Based on findings of this report, it is highly recommended that: (1) efforts be directed at increasing the number of volunteers for company commander duty (p. 31), and (2) the importance of the careful initial screening of recruits be emphasized (p. 31).

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ATTITUDINAL AND DEMOGRAPHIC CHARACTERISTICS OF COMPANY
COMMANDERS: A COMPARATIVE ANALYSIS ACROSS
RECRUIT TRAINING CENTERS

INTRODUCTION

The recruit company commander is vitally important to the initial training of enlisted personnel. From the Navy's point of view, the company commander is responsible for transforming recruits into effective sailors. From the recruit's point of view, the company commander is a teacher, counselor, model, friend, and leader. He is the visible representative of a new way of life, influential at a time when the rigors of boot camp training may obscure the value of discipline and its effect on future success in the Navy. These considerations underscore the importance of the company commander's role in achieving the mission of the recruit training commands--the smooth transition of the recruit from civilian to military life.

The performance of personnel assigned to the critical job of pushing recruit companies can be enhanced by selecting prospective company commanders with a high probability of success on the job, by appropriate training programs, and by alleviating organizational conditions that inhibit the efficient conduct of company commander duties. Although the current research program is focused on developing valid selection criteria for selecting future company commanders, it was recognized early that useful information could be obtained from comparing conditions at the three recruit training centers (RTCs). This type of information would aid in standardizing the collection of validity data, and would supplement the impressions formed during job analysis interviews. Improvements in training procedures and changes in organizational design at each RTC might be indicated by assessment of the perceptions and attitudes of company commanders. Accordingly, a survey questionnaire touching on the demographic characteristics of on-board company commanders and their reactions to various aspects of company commander duty, was directed to company commanders at Great Lakes, Orlando, and San Diego. This report comprises the comparative analyses of the questionnaire returns.

An ancillary purpose of the present survey was to compare the perceptions of current company commanders with those obtained in a 1957 survey (Toch, Alf, & Gordon, 1957). The 1957 survey used an open-ended format that covered a number of aspects of recruit

company commander duty. With the exception of a change in format, Part III of the present survey was designed to be maximally similar to the earlier survey.

INSTRUMENT

The survey questionnaire, shown in Appendix A, is divided into three sections, each containing questions that require a distinct response format. In Part I, a 5-point Likert scale permits respondents to register degree of satisfaction with each of 40 statements describing various aspects of company-commander duty. These include relationships with superiors (i.e., Battalion Commander, Military Training Officer, and Commanding Officer), administrative aspects of the job (e.g., fairness and adequacy of standards used for evaluating job performance, and use of company commander time), and intrinsic factors associated with the job (e.g., accomplishment, variety, challenge, and personal development).

Part II is comprised of 25 multiple-choice items, with a varying number of alternatives. This section was designed primarily to elicit factual information such as rate, rating, length of service, marital status, and so forth. However, some attitudinal items were also included.

Part III contains 10 items drawn virtually verbatim from the 1957 survey. However, in lieu of open-ended questions, each question included a list of alternatives from which respondents were instructed to choose the three that seemed most appropriate. The alternatives were derived primarily from the responses given to the open-ended items in the earlier survey.

DESCRIPTION OF SAMPLES

The survey questionnaire was completed anonymously by company commanders at Great Lakes, Orlando, and San Diego. At both Great Lakes and San Diego, the forms were circulated to company commanders in the various departments or work centers at least 2 weeks prior to the administration of the experimental selection battery. At Orlando, the questionnaire was group-administered concurrently with the experimental test battery.

Participation Rates

Of the 618 questionnaires received from the three RTCs, 28 percent ($\underline{N} = 172$) were from San Diego, 37 percent ($\underline{N} = 228$) from Great Lakes, and 35 percent ($\underline{N} = 218$) from Orlando. The Orlando respondents consisted of male ($\underline{N} = 184$) and female ($\underline{N} = 34$) company commanders.

As shown in Table 1, the Orlando female company commanders involved in training female recruits had the highest survey participation rate. The low proportion sampled from San Diego appears to be due to the virtual nonparticipation of active company commanders--those pushing companies at the time the survey was conducted (Table 2).

TABLE 1

Participation of Company Commanders per Location

Location	On-board Company Commanders	Number Participating	Percentage Participating
Great Lakes	310	228	74
Orlando (male company commanders)	270	184	68
Orlando (female company commanders)	43	34	79
San Diego	<u>337</u>	<u>172</u>	<u>51</u>
TOTAL	960	618	64

TABLE 2

Percentage Distribution of Responses to Question
on Pushing a Company

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
45. Are you now pushing a company?				
Yes	7.6	37.6	23.1	64.7
No	92.4	62.4	76.9	35.3

Note. $\chi^2 = 72.38$, $p < .01$.

Respondent Characteristics

Several items in Part II of the questionnaire provide information about the characteristics of the respondents participating in the survey. What follows is a series of tabulations portraying, by location, the demographic characteristics of company commanders who completed the questionnaire. Male and female company commanders from Orlando are treated separately in all of the tabulations and will be discussed separately. Entries in each table represent the percentage of respondents from each location choosing the alternative in question.

As indicated in Table 3, a large majority of the male sample, approximately 75 percent, expected to fill the role of company commander when first learning of their present assignment. In addition, at least 90 percent of the male company commanders surveyed at each of the three training centers were on their first tour of duty.

Those characteristics on which the company commanders differ significantly across locations are displayed in Tables 4 through 7. Among these are length of service in the Navy, present rate, and

TABLE 3

Percentage Distribution of Responses to Questions on
Expectation of Being a Company Commander and
Number of Tours as Company Commander

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
55. When you first learned of your present assign- ment, did you expect to be company commander?				
Yes	76.6	72.7	78.6	64.7
No	23.4	27.3	21.4	35.3
50. Is this your first tour as company commander?				
Yes	90.1	93.4	95.1	100.0
No	9.9	6.6	4.9	0.0

Note. $\chi^2 = 6.29$, N.S.

number of companies pushed. Over 80 percent of the male company commanders at each of the locations have had more than 10 years of service in the Navy. The highest proportion of company commanders with under 10 years of service was found at Great Lakes, while San Diego had the lowest (Table 4).

Similar results were obtained in the data reflecting the present rate (paygrade) of the respondents. Great Lakes and Orlando concentrate more of their numbers in the E-5 and E-6 categories than San Diego, where 64 percent of the respondents are E-7 or above (Table 5). Company commanders from Great Lakes, who are concentrated in the lower rates, have pushed the most companies, 39 percent having pushed five or more (Table 6). By contrast, only 10 percent of the

TABLE 4

Percentage Distribution of Responses to Question
on Tenure in the Navy

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
41. How long have you been in the Navy?				
6-10 years	9.4	17.7	10.4	88.2
11-15 years	20.5	27.9	28.6	8.8
16-19 years	50.3	42.0	46.7	2.9
20-24 years	19.9	12.4	14.3	0.0

Note. $\chi^2 = 142.16$, $p < .01$.

TABLE 5

Percentage Distribution of Responses to
Question on Present Rate

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
42. What is your present rate?				
E-5	0.0	3.6	0.0	78.8
E-6	36.0	53.8	47.0	21.2
E-7	41.9	32.3	40.4	0.0
E-8	18.0	8.5	10.9	0.0
E-9	4.1	1.8	1.6	0.0

Note. $\chi^2 = 381.69$, $p < .01$.

TABLE 6

Percentage Distribution of Responses to Question
on Number of Companies Pushed

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
46. How many companies have you pushed?				
1	6.4	13.2	12.8	21.2
2	9.9	11.4	10.0	12.1
3	43.9	32.9	6.1	6.1
4	13.5	3.9	61.1	12.1
5	14.0	14.0	7.2	18.2
More than 5	12.3	24.6	2.8	30.3

Note. $\chi^2 = 259.41$, $p < .01$.

Orlando male sample, where fewer company commanders are in the lower rates, have pushed five companies or more. These results may be the consequence of a policy which assigns more companies to company commanders in the lower rates, and administrative and staff positions to company commanders in higher rates. It appears that many company commanders may have approached their initial assignment to this duty with some reluctance, since the majority of the sample at each of the training centers did not request company-commander duty (Table 7). The percentage of nonvolunteers is highest at Great Lakes, where 78 percent of the sample were nonvolunteers, and lowest among Orlando males, where 54 percent were nonvolunteers. San Diego ranked between the two.

The data presented above indicate that the majority of male company commanders, irrespective of location, expected to become company commanders when informed of their present assignment, were on their first tour of company-commander duty, and were not actively engaged in pushing a company when the survey was administered. The

TABLE 7

Percentage Distribution of Responses to Question on
Volunteering for Company Commander Duty

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
54. Did you request duty as company commander?				
Yes	35.5	21.1	44.8	26.5
No	63.4	78.4	54.1	73.5
Don't remember	1.2	.4	.3	0.0

Note. $\chi^2 = 29.04$, $p < .01$.

strongest contrast on several characteristics exists between San Diego and Great Lakes. Company commanders from San Diego have pushed the fewest companies and have the longest length of service, while the Great Lakes sample has pushed the most companies and has been in the Navy the shortest period of time. San Diego and Orlando males were comparable in terms of the distribution of rates among their company commanders, while Great Lakes tended to have company commanders from lower rates. Due to the virtual nonparticipation of active company commanders in San Diego, these results may not be characteristic of the entire group.

The female respondents at Orlando appeared to be consistently different from their male counterparts. Examination of the data in Tables 2 through 7 reveals the following profile of the sample. A majority (65%) of the female company commanders was actively pushing companies at the time the survey was conducted (Table 2). All members of the sample were on their first tour of company-commander duty (Table 3), and, although a large majority (74%) did not request this duty (Table 7), most expected to fill the role of company commander when learning of their assignment (see Table 3). On the whole, female company commanders have not been

in the Navy for as long as their male counterparts, 88 percent served less than 10 years (Table 4). The fact that the entire surveyed group falls into the E-5 and E-6 paygrade categories (Table 5) may be a consequence of their short Navy tenure. Finally, the female company commander appears to have pushed a large number of companies, 48 percent of the sample having pushed five or more companies (Table 6).

ANALYSES

Since response mode varies in each section of the survey questionnaire, separate analyses were conducted on the three parts. An overview of the major types of statistical analyses follows.

Part I

Responses to the items of Part I, where degree of satisfaction was registered on a 5-point Likert scale, and items 49 and 60 of Part II, were factor-analyzed. Analyses of variance to compare satisfaction levels and RTCs were subsequently performed on the resulting factor scores. In addition, means and standard deviations for each of the individual items were computed separately for the four groups. These item statistics are presented in Appendix B (Table A).¹

Factor analysis of the satisfaction items provided a smaller and more meaningful set of dimensions along which inter-RTC comparability of company commander reactions was assessed. The maximum off-diagonal elements of the correlation matrix were used as the initial estimates of the communality. The resulting factors were rotated to simple structure by the varimax procedure.

Factor scores for each company commander were derived by summing the ratings on the items (with loadings of .40 or higher) subsumed

¹Appendix B (Tables A through C), consisting of detailed statistics broken down by RTC location, is offered in the spirit of providing specific information for possible internal use by each training center.

under each factor and dividing by the number of items entering into the factor. Two analyses were conducted on the resulting factor scores.

The factor scores were submitted to an A (RTC location) x B (nine satisfaction factors) analysis of variance, with repeated measures on B, and with unequal Ns in each location. This mixed design was chosen over a series of one-way analyses of variance in order to investigate possible interaction effects. This design necessitated the exclusion of respondents with missing data on any of the items entering into any of the factor scores. In the case of male company commanders, this resulted in a proportionate loss of respondents from each RTC: 5 percent from San Diego, 9 percent from Great Lakes, and 6 percent from Orlando. Overall, about 7 percent of the respondents were affected. Female company commanders were not included in the analysis of variance in order to avoid possible confounding of the sex variable.

A second analysis of factor scores evaluated the relative contributions of location of company-commander duty and volunteering for company-commander duty to the overall level of satisfaction among company commanders. For this analysis, the entire sample was divided into those company commanders who had initially requested company-commander duty and those who had not. This division resulted in unequal cell frequencies ranging from 40 to 76 among company commanders who had requested company-commander duty, and from 93 to 165 among company commanders who had not. In order to mitigate the effects of weighting by sample size, an analysis of variance using the method of unweighted means was used to compare the mean satisfaction level (based on the nine satisfaction factors) of volunteers and nonvolunteers across the three training centers.

Part II

Part II of the questionnaire contains a variety of multiple-choice response formats. This part of the questionnaire sought to yield factual information about the demographic characteristics of the respondents, as well as attitudinal information.

To identify significant differences among company commanders at the three locations, on Part II, chi-square (χ^2) statistics were computed for each item. These analyses were initially computed with company commanders from Orlando dichotomized by sex. In order to eliminate differences due to this variable, chi squares were subsequently recomputed only on the male sample from each training center.

Those analyses of Part II which involve comparison of demographic characteristics of company commanders at the three training centers have been discussed in the preceding section on description of samples. The analyses of attitudinal items of Part II are presented in the "Results and Discussion" section of this report.

Part III

On each of the 10 items of Part III of the survey, respondents were required to check off the three choices that seemed most appropriate. Multiple responses were thus elicited for each item.

Inspection of the responses to these items showed that 118 of the company commanders deviated from the instructions by selecting less or more than three responses on some items. However, since no significant between-RTC differences ($\chi^2 = 5.46$, N.S.) in the frequency of this kind of error were found, the 118 answer sheets were included in the analysis.

The procedure for analyzing Part III of the survey questionnaire consisted of recording the frequency with which each alternative was chosen and subsequently converting the tallies to ranks. This procedure was followed for each of the 10 items, and separately for each participating RTC. Two related analyses were performed on the resulting rankings.

The first analysis concerned the extent of agreement among company commanders at the three RTCs on their rank ordering of the response alternatives selected for each of the 10 items. Agreement was assessed by computing Kendall's coefficient of concordance (ω) for each of the 10 items.

The second analysis was directed at comparing the reactions of company commanders surveyed in 1974 with their counterparts surveyed in 1957. For this analysis, the frequencies reported in the 1957 San Diego survey were converted into ranks. Because of the high degree of agreement across the three RTCs (discussed below) and the increased stability and representativeness derived from a larger sample size, it was decided to pool the responses of company commanders from all locations surveyed in 1974. The pooled frequencies were used to compute ranks for the response alternatives of each of the 10 items. Spearman's rank-order correlation was then computed to assess agreement between the 1957 and 1974 ranks.

RESULTS AND DISCUSSION

The present survey was conducted to yield answers to the following questions:

1. How comparable are the reactions of company commanders in the three recruit training centers to various aspects of their job?
2. How do the 1974 company-commander perceptions compare with those obtained in the 1957 survey?

The first question was addressed by examining inter-RTC differences on nine satisfaction dimensions (Part I), on a variety of attitudinal items (Part II), and on factors relevant to the company commander's milieu (Part III). Data from Part III of the questionnaire provided information relevant to the second question.

Part I

Factor analysis of Part I of the questionnaire resulted in nine satisfaction factors, which accounted for 61 percent of the total variance. Table 8 lists the factors, together with the definitive items (items with loadings of .40 or higher) under each. A brief description/interpretation of each factor is given below.

Factor I. Items with the highest loadings on Factor I involve feelings of personal satisfaction and worthwhile accomplishment which stem from pushing companies and thereby contributing to the Navy's mission. There is some indication (items 35 and 38) that these positive feelings also accompany perceptions that company-commander duty provides an opportunity to do work that is challenging and contributive to a long-term career. The feelings of reciprocal gain are related to inclinations to volunteer for another tour, as well as the present evaluation of company-commander duty.

Factor II. Factor II appears to lie on a dimension which, in the leadership literature, is variously designated as employee-centeredness (Katz, Maccoby, & Morse, 1950) or consideration (Fleishman, 1953) and, in the management literature, is variously called participative management or System 4 (Likert, 1967). In the present instance, Factor II is exhibited in the responsiveness

TABLE 8

Listing of Items with Definitive Loadings on Each
of Nine Principal Factors (Varimax-rotated)

Item No.	Item	Loading
<u>Factor I</u>		
34	Amount of personal satisfaction you derive from pushing companies	.78
31	Feeling of worthwhile accomplishment	.67
33	Extent to which you feel you have personally contributed to the mission of the Navy	.67
35	Extent to which company commander duty has developed your potential for broader responsibilities	.53
60	Do you enjoy pushing companies?	.53
38	Opportunity to do challenging work	.48
40	Your overall evaluation of company commander duty	.46
49	If you had a chance, would you volunteer for another tour as company commander?	.44
<u>Factor II</u>		
21	The Military Training Officer's willingness to take ideas from you when you have experience or knowledge which should carry weight	.87
20	Extent to which you feel that your ideas and suggestions are considered by the Military Training Officer	.80
27	Getting credit for a good idea or suggestion	.47
25	Amount of respect and fair treatment you receive from officers of the Military Training Department	.44
3	Amount of confidence the Military Training Officer has in your ability to do your job of pushing companies	.42
22	Extent to which conflicts and problems are met head-on, rather than swept under the carpet	.40
<u>Factor III</u>		
17	Extent to which most capable company commanders are selected for more challenging assignments	.63

TABLE 8 (continued)

Item No.	Item	Loading
<u>Factor III</u> (continued)		
18	Extent to which your commanding officer appreciates how much effort you put into your job	.56
14	Extent to which "hold job" assignments are based on what you are good at	.50
32	Extent to which standards for appraising the performance of company commanders are known and understood	.46
19	Opportunity to find out how you are doing	.45
28	Extent to which your superiors have backed your decisions	.44
29	Fairness of Military Evaluation Department inspections	.41
22	Extent to which conflicts and problems are met head-on rather than swept under the carpet	.40
15	Length of "hold jobs" and number of companies pushed	.40
<u>Factor IV</u>		
23	Extent to which your Battalion Commander "bats for you"	.84
26	Knowing what your Battalion Commander expects of you	.72
1	Assistance from Battalion Commander in carrying out your duties	.71
28	Extent to which your superiors have backed your decisions	.49
<u>Factor V</u>		
10	Attitude of wife and family to company-commander duty	.57
40	Overall evaluation of company-commander duty	.57
49	If you had a chance, would you volunteer for another tour as company commander?	.57
60	Do you enjoy pushing companies?	.57
11	Time spent away from home	.47

TABLE 8 (continued)

Item No.	Item	Loading
<u>Factor VI</u>		
37	Opportunity for personal growth and development	.62
38	Opportunity to do challenging work	.58
39	Amount of variety in your job	.55
<u>Factor VII</u>		
4	Opportunity for independent thought or action	.51
2	Amount of authority you have to enforce discipline	.46
5	Opportunity for participation in determination of methods, procedures, and goals	.46
<u>Factor VIII</u>		
7	Extent to which your time is used to the best advantage	.56
8	Amount of administrative hassle or red tape	.51
15	Length of "hold jobs" and number of companies pushed	.40
<u>Factor IX</u>		
13	Opportunity to develop close friendships	.64
12	Cooperativeness among company commanders	.49

of RTC officials, notably the Military Training Officer, to suggestions from below, trust in subordinates, and concern over the even-handed treatment of company commanders by officers of the Military Training Department.

Factor III. Factor III is a rather diffuse factor, incorporating a variety of elements associated with administrative efficiency. These include the utilization of personnel, resolution of conflict, adequacy, and clarity of performance standards.

Factor IV. Factor IV is clearly related to the Battalion Commander and includes items indicative of support from the company commander's immediate supervisor.

Factor V. Factor V calls attention to two home-life variables (attitude of wife and time spent away from home) which affect the attractiveness of company-commander duty. It is interesting to compare this factor with Factor I. Items 40, 49, and 60, which reflect some type of overall reaction to company-commander duty, are common to both factors. However, in the case of Factor I, the determinants of overall satisfaction seem to derive from sources inherent in the job, while Factor V is affected by considerations extraneous or peripheral to the actual job of pushing companies.

Factors VI and VII. Factors VI and VII bear conceptual resemblance to each other to the extent that they both seem to be related to what Herzberg, Mausner, and Snyderman (1959) call intrinsic factors, satisfiers, or motivators. Factor VI involves self-fulfillment generated by varied, challenging work assignments, while Factor VII connotes notions of autonomy in the performance of one's job.

Factor VIII. Factor VIII may appropriately be called bureaucratic frustrations, as illustrated by the three items subsumed under it.

Factor IX. The two items characterizing Factor IX center on interpersonal relationships among peers.

As indicated previously, scores computed on these factors were analyzed (via analysis of variance) to assess relative differences between locations (Factor A) and dimensions (Factor B). The results of this analysis of variance are presented in Table 9. Estimates of the proportion of variance accounted for by the two factors and their interaction are displayed in the last column of the table. As

TABLE 9

Analysis of Variance for Scores on Satisfaction Factors

Source	<u>df</u>	<u>MS</u>	<u>F</u>	ω^2
Location (A)	2	173.21	50.73**	.069
Error	542	3.41	---	---
Satisfaction Factors (B)	8	91.82	209.23**	.149
A x B	16	6.41	14.61**	.019
Error	4,336	.44	---	---

**p < .01.

shown in Table 9, differences among satisfaction dimensions (Factor B), as well as locations (Factor A), are statistically significant. The last column of this table indicates that satisfaction dimensions account for twice as much variance as location. Interaction effects are present, but account for less than 2 percent of the variance.

Interpretation of the results of this analysis is best made by referring to Figure 1, which plots the average scores of the three RTCs on each of the nine satisfaction dimensions. It also shows the overall mean of each RTC across dimensions, and the overall mean of each satisfaction dimension across RTCs. The next section examines each of the significant F ratios in turn.

RTC differences. Reported satisfaction levels were highest for company commanders stationed at Orlando, and lowest for company commanders at Great Lakes. The overall RTC means across a composite of the nine satisfaction dimensions were 3.48, 3.20, and 2.83 for Orlando, San Diego, and Great Lakes, respectively. Tests of

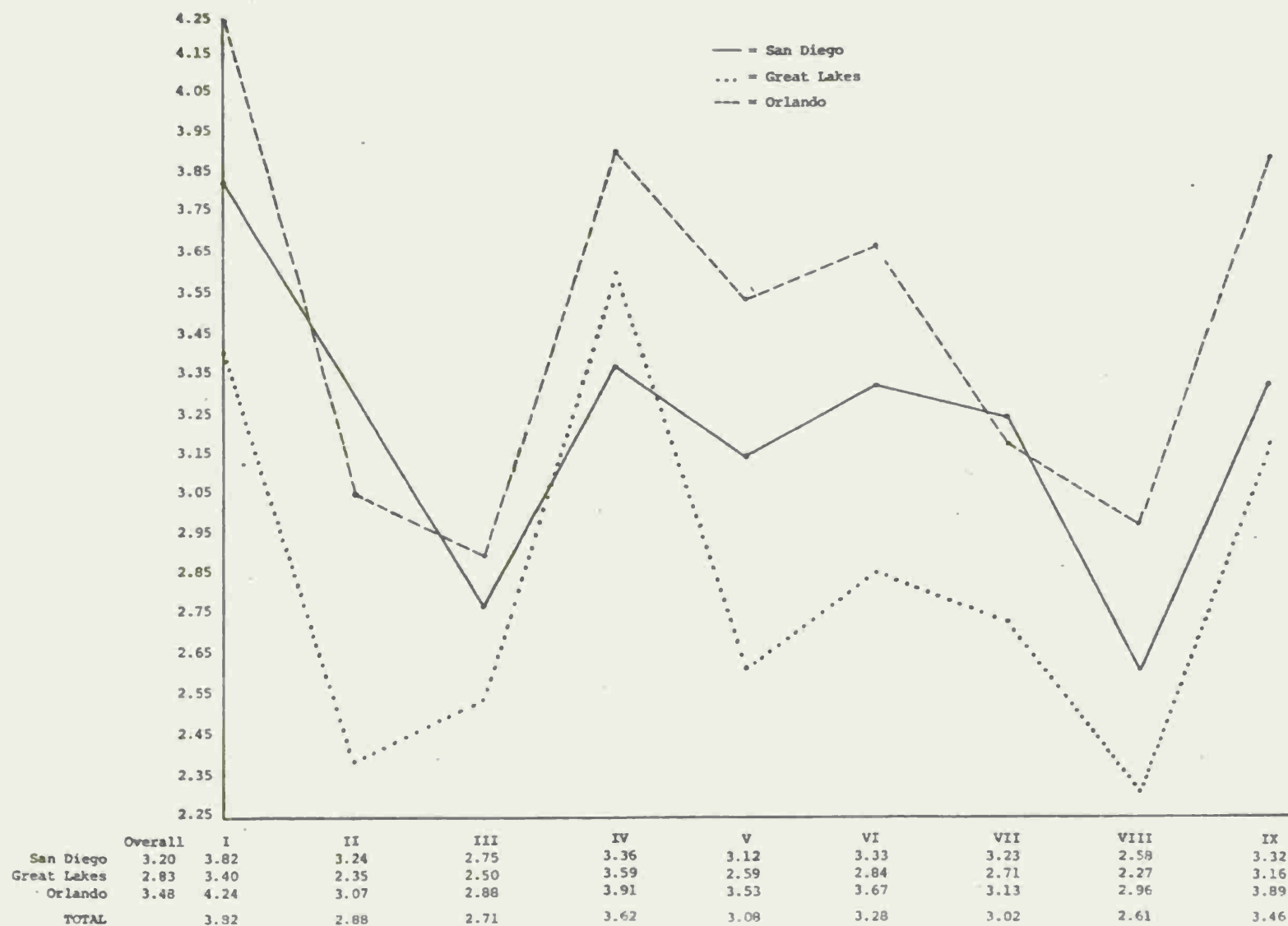


Figure 1. Mean RTC scores on nine satisfaction dimensions.

differential main effects using Tukey's procedure indicated that only the Great Lakes and Orlando overall means were significantly different. These differences, even though significant, are not necessarily due to location per se. Other factors, as described below, may be operating.

Dimension differences. Examination of the profile of means on the nine satisfaction dimensions (Figure 1) indicates that the least favorable reactions were directed at those aspects of company-commander duty which are frequently associated with large, bureaucratically-structured organizations--psychological distance of superiors from the concerns of their subordinates (Factor II), administrative flaws in the utilization of personnel, deficiencies in defining standards of performance (Factor III), and bureaucratic frustration (Factor VIII). The most positive sentiments, on the other hand, were concerned with the opportunities provided by company-commander duty to contribute personally to the mission of the Navy (Factor I), the supportiveness of battalion commanders (Factor IV), and interpersonal relationships among peers in the performance of the job (Factor IX). It should be noted that although there are significant differences in levels of satisfaction among the three RTCs, as indicated by the results of the analysis of variance, there is a high degree of agreement on the rankings of the nine satisfaction dimensions across RTCs (Table 10).

Interaction effects. Statistically significant, though mild, interaction effects indicate that the relative ranking of the three RTCs is not consistent across all the satisfaction dimensions. As depicted in Figure 1, San Diego ranked ahead of Orlando for satisfaction Factors II (consideration from superiors) and VII (job autonomy), while Great Lakes displaced San Diego on Factor IV (battalion commander support). On the remaining six dimensions, Orlando had the highest satisfaction scores, followed by San Diego and Great Lakes.

Although significant differences were identified in the satisfaction levels across the three training centers, it cannot be concluded that location, per se, has a causal effect on satisfaction. There are undoubtedly a host of self-selection factors and Navy detailing policies that result in systematic initial differences in the company commanders assigned to each location. For instance, in the earlier section on sample description, a significant difference between training centers in the proportion of company commander volunteers at each training center was reported. It may be reasonably hypothesized that

TABLE 10

Rank Ordering of Satisfaction Factors at Each RTC

Factor	San Diego	Great Lakes	Orlando
I	1	2	1
II	5	8	7
III	8	7	9
IV	2	1	2
V	7	6	5
VI	3	4	4
VII	6	5	6
VIII	9	9	8
IX	4	3	3

Note. Kendall's $\omega = .93$.

individuals who volunteer for company-commander duty would be predisposed to greater satisfaction with that duty than those who do not volunteer.

To investigate whether volunteers are more satisfied than nonvolunteers on overall satisfaction scores, an additional analysis of variance was conducted, using overall satisfaction scores as the dependent variable, and location and the volunteer factor as independent variables. The significant F ratios, as shown in Table 11 (in conjunction with Figure 2), indicate that volunteers are, in fact, significantly more satisfied than nonvolunteers. Further, the F ratio for location indicates that significant differences remain even after removing the effect of differences due to volunteers. Again it must be stressed that the remaining differences between RTCs may be due to many other variables, and it cannot be concluded that location alone is a determinant of satisfaction.

In summary, comparison of company commander reactions to various aspects of their duty, as presented in Part I of the survey, yielded significant inter-RTC differences on the nine satisfaction dimensions found to underlie the items. These

TABLE 11

Analysis of Variance of Satisfaction Scores, Using
the Method of Unweighted Means

Source	<u>df</u>	<u>MS</u>	<u>F</u>	ω^2
Volunteer Factor (A)	1	.16504	34.11**	.052
Location (B)	2	.15699	32.40**	.099
A x B	2	.00204	.45	.001
Error	531	.00486		

** $p < .01$.

differences can be partially accounted for by the differences in the proportion of volunteers at each of the training centers.

Part II

The results of Part II items, which concern the demographic characteristics of company commanders, have been previously discussed in the description of samples. However, several items in Part II are discussed here, since they concern satisfaction with company-commander duty. These items cover such attitudes as willingness to volunteer for a second tour of company-commander duty and enjoyment from pushing companies.

Tables 12-15 present the attitudinal items, response proportions by RTC, and significance of differences between locations (chi square). Again, male and female company-commander responses will be discussed separately. Significant differences among the three training centers were found on all but one of these attitudinal items. Additional items in Part II, not presented in the following discussion, are included in Appendix B (Table B).

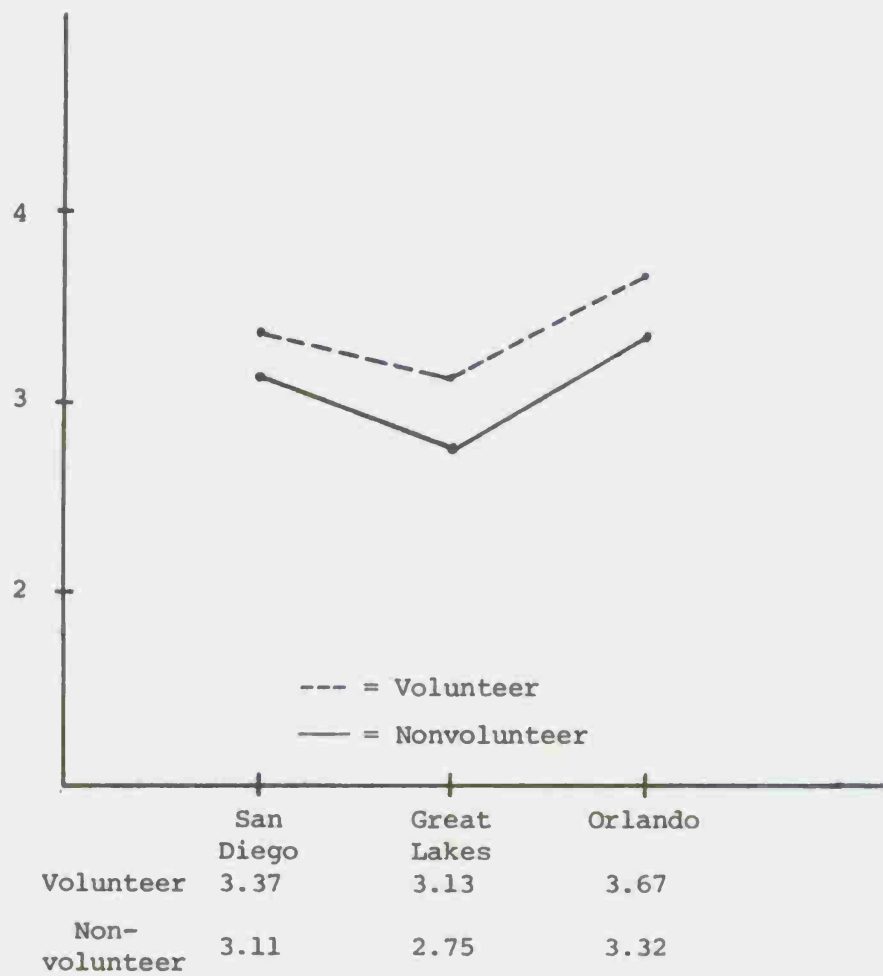


Figure 2. Mean satisfaction levels of volunteers and non-volunteers at the three RTCs.

TABLE 12

Percentage Distribution of Responses to Question
on Company-commander Evaluations

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
62. Would you say there are weaknesses in the way company commanders are evaluated?				
Yes	82.6	88.6	82.5	88.2
No	5.8	4.8	7.1	2.9
Don't know	11.6	6.6	10.4	8.8

Note. $\chi^2 = 5.12$, N.S.

TABLE 13

Percentage Distribution of Responses to Question on
Volunteering for Another Tour as
Company Commander

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
49. If you have a chance, would you volunteer for another tour as company commander?				
Definitely no	26.7	54.6	16.4	41.2
Maybe	36.0	28.6	31.7	35.3
Definitely yes	37.2	16.7	51.9	23.5

Note. $\chi^2 = 88.46$, $p < .01$.

TABLE 14

Percentage Distribution of Responses to Question on
Enjoyment of Pushing Companies

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
60. Do you enjoy pushing companies?				
Not at all	16.3	29.8	5.5	11.8
Somewhat	47.7	47.8	36.1	44.1
Very much	36.0	22.4	58.5	44.1

Note. $\chi^2 = 74.18$, $p < .01$.

TABLE 15

Percentage Distribution of Responses to Question
on Quality of Recruit Input

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
52. How would you assess the quality of recruit input under zero-draft conditions?				
Quality is lower	71.5	88.1	75.4	85.3
Quality is the same	21.5	11.0	19.7	11.8
Quality is higher	7.0	.9	4.9	2.9

Note. $\chi^2 = 22.38$, $p < .01$.

The single item on which RTCs did not differ significantly (chi square = 5.12, N.S.) concerns opinions about weaknesses in the way company commanders are evaluated. Over 80 percent of the company commanders at each training center agreed that weaknesses exist (Table 12).

There were significant differences, however, among training centers on those items presented in Tables 13-15. When asked about willingness to volunteer for another tour of company-commander duty, over 54 percent of the sample from Great Lakes responded "definitely no," while only 16 percent of the Orlando males responded negatively (Table 11). It may be reasoned that these differential attitudes are a reflection of the proportion of volunteers at each RTC who derive enjoyment from pushing companies. Data from Table 14 appear to substantiate this conclusion. The male sample from Orlando reported deriving the most enjoyment from pushing companies and the Great Lakes sample appear to derive the least, with San Diego falling between these extremes.

Thus, it appears that satisfaction with company-commander duty among male company commanders is less typical of the Great Lakes sample than of the other samples. The Orlando sample falls at the other end of the spectrum, displaying the highest degree of satisfaction. San Diego company commanders appear to be moderately satisfied with company-commander duty.

One additional item on which company commanders at the three RTCs differed significantly concerned the quality of recruit input under zero-draft conditions. Great Lakes had the highest proportion (88%) of respondents indicating that the quality is lower, while San Diego had the lowest proportion (71%) of respondents in this category (Table 15). Despite significant differences, it should be noted that the majority of respondents in each of the locations considered the quality of recruits to be lower under present conditions.

Female company commanders at Orlando appear to be rather polarized in their responses to the attitudinal items of Part II. A large majority of them agreed that there are weaknesses in methods of company commander evaluation (Table 12), and that the quality of recruits is lower under zero-draft conditions (Table 15). In addition, 41 percent responded "definitely no" when asked if they would volunteer for another tour of duty (Table 13). However, at the other end of the spectrum, a large proportion indicated that they "very much" enjoyed pushing companies (Table 14).

Part III

Part III of the survey included queries about conditions presently existing at the training centers. These questions involved such topics as the company commander evaluation system, factors that make the job of company commander harder or easier, problems in pushing companies and enforcing discipline, and objectives aimed at in pushing a company. Also included are items which elicit recommendations on factors to be considered in judging company commanders and changes in recruit training that would be advantageous to the company commander. Respondents chose the three alternatives that seemed most appropriate for each item. Using the response-endorsement frequencies, alternatives were then ranked in order of popularity for each RTC. Next, Kendall's coefficient of concordance was computed to assess agreement across the three training centers. The comparability of 1957 and 1974 reactions were evaluated by computing Spearman's rank order correlation.

The results of Part III of the survey are summarized in Table 16. Kendall's coefficients of concordance appear to be uniformly high, ranging from .80 to .99. The Spearman correlations exhibit a much wider range. These correlations indicate that substantial consensus exists among present-day company commanders across recruit training centers on their evaluations of a wide variety of factors related to their duty, and reveal, on the same issues, distinct changes in perceptions between 1957 and 1974.

Examination of the top three choices for each of the items reveals several recurrent themes which currently appear to be of interest to company commanders across the three training centers.

Areas of interest include administrative difficulties such as long hours, unfair evaluation practices, and red tape. Recommendations for change place primary importance on improving the initial routine processing of recruits.

The poor quality of recruit input is an additional area of concern. More careful screening of recruits ranked second among recommended changes.

Finally, the issue of discipline emerges as important. Difficulties with enforcing discipline rank high among factors that make the company commander's job harder, and among changes recommended to help the company commander do a better job. It is interesting to note that teaching discipline ranks among the primary objectives in pushing companies, and that the self-discipline exhibited by recruits is recommended as one of the important indicators of company-commander effectiveness.

TABLE 16

Summary of Rank-order Statistics on Part III

Item	Kendall's Coefficient of Concordance	Spearman's rho
66. Company commander evaluation system most often used	.86	.75
67. Things that make job of company commander harder or easier	.88	.10
68. Changes that would help company commander do a better job	.85	.22
69. Wife's attitude toward company commander duty	.80	.43
70. Main problems in pushing companies	.93	-.01
71. Things to be considered in judging company commanders	.98	.04
72. Problems in enforcing discipline	.83	-.31
73. Characteristics of a top-notch company commander	.92	.81
74. Characteristics of a poor candidate for company commander duty	.99	.53
75. Objectives aimed for in pushing a company	.98	.39

The findings described in the preceding paragraphs, indicating distinct changes in perception between 1957 and 1974, are tentative, and are advanced with a certain degree of caution. As noted earlier, the 1957 survey called for the respondents to provide their reactions to open-ended questions, while in the present survey respondents were to indicate their choices among alternatives provided. This is probably not a major factor, since the differences in response format may be expected to affect the number of responses but not the rank order of the alternatives.

Regardless of this caveat, it may be concluded that certain substantive changes in company commander perceptions have taken place between 1957 and 1974. Tests of significance indicate that only the rho for item 73 is significantly different from zero. It may be instructive to examine the content of the items on which shifts in perceptions have occurred between company commanders surveyed in 1957 and those polled in 1974, as well as the kinds of items in which a high degree of agreement exists. For this purpose, a tabulation of Part III items, together with the ranks assigned to the alternatives by the two groups (and the percentage of endorsement from the 1974 sample) was prepared. This tabulation (Appendix B, Table C) forms the basis for the following discussion.

The three items with the highest agreement over the 17-year period (Table 16) are all concerned with company-commander performance--i.e., those characteristics which make for effectiveness or ineffectiveness of a company commander, and with performance evaluation systems. More modest correlations are obtained for items dealing with the attitude of wives toward company-commander assignment, and with personal objectives sought in pushing companies. Examining the items with the lowest agreement over time, one notes a recurring concern among company commanders surveyed in 1957 with what they perceived to be insufficient authority in carrying out their jobs. Thus, for the 1957 sample, the most frequently cited problem in pushing companies and the most sought-after change in recruit training focused on this issue. In comparison, the 1974 sample cited difficulty in motivating recruits as the major problem in pushing companies, and the expedition of routine processing of recruits as the most sought-after change in recruit training.

The data indicate a considerable shift in the perception of, and importance attached to, the issue of discipline. The 1957 sample focused on difficulties in the enforcement of traditional forms of discipline, while the concept of self-discipline is included in the concerns of the 1974 sample. Furthermore, while the issue of discipline was of primary concern to the 1957 sample, it did not consistently rank as the first choice among the 1974 sample.

Emphasis on physical appearance is another theme which characterizes the responses of the 1957 sample, heavily influencing judgments on suitability for company-commander duty and appropriate criteria for evaluating a company commander once on board. Data from the 1974 sample, on the other hand, suggest a decrease in the importance attached to physical appearance in favor of more task-oriented concerns.

SUMMARY AND RECOMMENDATIONS

The present survey has revealed both similarities and differences in demographic characteristics and attitudinal reactions to duty among company commanders stationed at the Navy's three RTCs. In addition, analysis of the 1957 and 1974 survey returns indicate substantial shifts in perceptions across the two time periods. Cast against the background of the alternatives for improving the effectiveness of personnel assigned to company-commander duty (i.e., selection, training, and management of organizational variables), the usefulness of these findings lies in two directions.

As an adjunct to the validation study now in progress, the survey provided a better understanding of the individuals on whom predictor-criterion relationships will eventually be determined--for example: (1) their demographic characteristics which may be used as bases for separate validation analyses, (2) their reactions to battalion personnel and members of the Military Evaluation Department who will be providing measures of performance to be used as criteria in the validation study, and (3) the organizational context of their work environment.

The findings of the present survey are useful in yet another way. The reactions of company commanders participating in the survey may be viewed as descriptive of conditions extant in the three training centers. They may also be regarded as diagnostic, calling attention to aspects of company-commander duty which are particularly troublesome or particularly satisfying.

Company Commander Suggestions

Company commanders across the three training centers made a variety of specific suggestions in the areas of administrative policies, routine job-related factors, and the selection and evaluation of company commanders. These recommendations reflect

themes recurrent throughout the survey results. Specifically, they are based on Factors (p. 19) and items (p. 29) of Part I with which satisfaction levels were universally low, reactions to selected items from Part II (p. 53) and item alternatives most frequently endorsed in Part III (pp. 55-57).

In regard to administrative policies, company commanders suggested that the responsiveness of recruit training command management to ideas and suggestions from subordinates should be enhanced. Administrative efficiency in such areas as utilization of personnel, resolution of conflicts, and adequacy and clarity of performance standards should be increased. At the same time, effort should be made to diminish bureaucratic frustrations experienced by company commanders. For example, company commanders are dissatisfied with time spent on what is considered an excessive amount of red tape. Finally, the feasibility of an increase in the remuneration of company commanders should be investigated.

At issue in the area of job-related factors is the excessive time commitment demanded by the job. Alternatives which will reduce the extent of this commitment should be explored. Possibilities include providing an assistant for each company commander who would be competent to relieve him during noncritical periods and/or arranging time changes in training schedules. In addition, company commanders propose that routine processing of recruits such as testing, dental work, clothes issue, etc., should be taken care of before the company is formed. Changes in or alternatives to the drop conference at the end of training need also be considered, since few (2%) company commanders consider them "very helpful." Of added concern among job-related factors are company commander relations with recruits. Two proposals were made. First, consideration should be given to the delegation of more authority and freedom to enforce discipline, including the elimination of red tape in getting infractions investigated. Second, in the academic area, greater emphasis should be placed on the teaching of subjects that will be useful to recruits, and less emphasis on competition among companies.

In the area of company commander selection and evaluation, a majority of respondents recommended that physical fitness requirements be established. Further, they propose that company commanders be judged on their own merits (e.g., ability to handle men, and leadership ability) rather than on the performance of their companies, and that the standards of appraisal should be clearly specified and made known. In addition, weaknesses and unfairness in company commander evaluation methods, such as favoritism on inspections and cheating on tests, should be eliminated.

Recommendations

On the basis of the survey results, two specific recommendations can be made. Since it appears that volunteers for company-commander duty are more satisfied with the duty, efforts should be directed at increasing the number of volunteers. Currently, a very small proportion (12%) of incumbents consider company-commander duty as very desirable prior to assignment (Appendix B, Table B). To accomplish this, it may therefore be beneficial to create a more positive image of this duty throughout the Navy.

Secondly, the importance of careful screening of recruits should be emphasized. Company commanders and recruiters often experience job-related pressures which result from what appear to be divergent goals. In the final analysis, however, the efforts of both parties are directed toward enhancing the quality of Navy personnel. From this standpoint, it is considered advantageous to foster mutual understanding between company commanders and recruiters. Perhaps the feasibility of a period of reciprocal "shadowing," where each individual experiences the job pressures of the other, should be investigated.

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APPENDIX A

SURVEY QUESTIONNAIRE

APPENDIX A

SURVEY QUESTIONNAIRE

STATEMENT OF PURPOSE

The Navy Personnel Research and Development Center, San Diego, is doing a study of company commanders at the three recruit training centers--San Diego, Great Lakes, and Orlando. The present survey is part of that research and is intended to give us some preliminary or background information about how comparable the three training centers are in terms of such things as the composition and demographic characteristics of company commanders on board, their experiences in pushing recruit companies, and their general reactions to company commander duty. We believe that your experience as a company commander makes you especially well qualified to describe this duty.

The results of this survey are for research purposes only. Replies are to be anonymous. You are not to identify your answer sheet by name or social security number. It is important that you express yourself freely so that we can obtain an accurate picture of your personal reactions to being a recruit company commander.

INSTRUCTIONS

Do not put your name or any other identifying information on the answer sheet.

PART I: This survey is broken down into three parts. In Part I, you will find a series of statements describing various aspects of company commander duty. Please rate each aspect of company commander duty at your training center using the 5-point scale provided, where A = Highly Satisfactory, B = Mostly Satisfactory . . . E = Rather Unsatisfactory. Record your ratings on the answer sheet by blackening the letter that corresponds to your rating of each statement. For example, if you were asked to rate the following item:

The attitude of recruits toward the Navy.

and you felt that their attitude was highly satisfactory, you would mark the appropriate item in your answer sheet as follows:

A	B	C	D	E
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PART II: Part II of the survey contains a number of items dealing with factual information about yourself and your experience as a company commander. Except for item #47 (in which you are asked to mark all that apply), choose the one answer for each item and mark your answer sheet appropriately.

PART III: Part III contains items for which more than one answer may be appropriate. For each item, choose the three alternatives which seem most appropriate to you and mark your answer sheet accordingly. For example, if you were presented with the following item:

Which of the following characteristics describe today's incoming recruits?

- A. Rather intelligent
- B. Positive outlook on life
- C. Easy to train
- D. Informed about life in the Navy
- E. Highly motivated
- F. Use profane language
- G. Very independent
- H. Little or no self-discipline
- I. Hot-tempered

and you decided that recruits were rather intelligent (A), informed about life in the Navy (D), and very independent (G), you would mark your answer sheet as follows:

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All responses must be thoroughly and completely blackened in with a soft, lead pencil. Do not use ink.

DO NOT SKIP ANY ITEM

PART I: Rate the following items using the 5-point scale illustrated below:

Highly Satis- factory	Mostly Satis- factory	Satis- factory	Just Adequate	Rather Unsatis- factory
(A)	(B)	(C)	(D)	(E)

1. Assistance from Battalion Commander in carrying out your duties.
2. Amount of authority you have to enforce discipline in your company.
3. Amount of confidence the Military Training Officer has in your ability to do your job of pushing companies.
4. Opportunity for independent thought or action.
5. Opportunity for participation in determination of methods, procedures, and goals.
6. Condition of equipment necessary for your job (equipment for drills, fire fighting, etc.).
7. Extent to which your time is used to the best advantage rather than being wasted on activities of little value (paperwork, meetings, conferences, etc.).
8. Amount of administrative hassle or red tape you have to go through to get to do your job.
9. Extent to which you are paid enough for the work you do.
10. Attitude of wife and family to company commander duty.
11. Amount of time spent away from home.
12. Cooperativeness among company commanders; extent to which troubleshooters and more experienced company commanders help inexperienced company commanders.
13. Opportunity to develop close friendships.
14. Extent to which "hold job" assignments are based on what you are good at.

(PLEASE GO ON TO NEXT
PAGE)

Highly Satis- factory (A)	Mostly Satis- factory (B)	Satis- factory (C)	Just Adequate (D)	Rather Unsatis- factory (E)
------------------------------------	------------------------------------	--------------------------	-------------------------	--------------------------------------

15. Length of "hold jobs" and number of companies pushed.
16. Quality of recruits.
17. Extent to which most capable company commanders are selected for more challenging assignments.
18. Extent to which your commanding officer appreciates how much effort you put into your job.
19. Opportunity to find out how you are doing.
20. Extent to which you feel that your ideas and suggestions are considered by the Military Training Officer.
21. The Military Training Officer's willingness to take ideas from you when you have experience or knowledge which should carry weight.
22. Extent to which conflicts and problems are met head-on rather than swept under the carpet.
23. Extent to which your Battalion Commander "bats for you."
24. Opportunity to complete work you start.
25. Amount of respect and fair treatment you receive from the officers of the Military Training Department.
26. Knowing what your Battalion Commander expects of you.
27. Getting credit for a good idea or suggestion.
28. Extent to which your superiors have backed your decisions.
29. Fairness of MED inspections.
30. Extent to which friendship (personal factors) enter into evaluation of company commander performance.
31. Feeling of worthwhile accomplishment.

(PLEASE GO ON TO NEXT PAGE)

Highly Satis- factory (A)	Mostly Satis- factory (B)	Satis- factory (C)	Just Adequate (D)	Rather Unsatis- factory (E)
------------------------------------	------------------------------------	--------------------------	-------------------------	--------------------------------------

32. Extent to which standards for appraising the performance of company commanders are known and understood.
33. Extent to which you feel that you have personally contributed to the mission of the Navy.
34. Amount of personal satisfaction you derive from pushing companies.
35. Extent to which company commander tour of duty has developed your potential for broader responsibilities.
36. Level of morale among company commanders.
37. Opportunity for personal growth and development.
38. Opportunity to do challenging work.
39. Amount of variety in your job.
40. Your overall evaluation of company commander duty.

PART II: Please mark the one appropriate answer on your answer sheet.

41. How long have you been in the Navy?
 - A. 6-10 years
 - B. 11-15 years
 - C. 16-19 years
 - D. 20-24 years
42. What is your present rate?
 - A. E-9
 - B. E-8
 - C. E-7
 - D. E-6
43. What is your rating?
 - A. BM (Boatswain's Mate)
 - B. QM (Quartermaster)
 - C. MM (Machinist's Mate)
 - D. GM (Gunner's Mate)
 - E. BT (Boiler Technician)
 - F. EN (Engineman)
 - G. CS (Commissaryman)
 - H. TM (Torpedoman's Mate)
 - I. OS (Operations Specialist)
 - J. SM (Signalman)
 - K. HT (Hull Maintenance Technician)
 - L. Other

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44. When did you begin your present tour of duty?
- A. Less than 1 year ago
 - B. 1-2 years ago
 - C. 3-4 years ago
 - D. 5-6 years ago
45. Are you now pushing a company?
- A. Yes
 - B. No
46. How many companies have you pushed?
- A. 1
 - B. 2
 - C. 3
 - D. 4
 - E. 5
 - F. More than 5
47. Have you ever been or are you now (mark all that apply):
- A. An accelerated company commander
 - B. An MED or brigade inspector
 - C. A troubleshooter or brigade staff member
 - D. A Regiment I staff member
 - E. A Regiment II staff member
 - F. None of the above
48. During your present tour of duty, how many times have you assumed command of another company?
- A. 0
 - B. 1
 - C. 2
 - D. 3
 - E. 4
 - F. 5
 - G. More than 5
49. If you have a chance, would you volunteer for another tour as company commander?
- A. Definitely yes
 - B. Maybe
 - C. Definitely no
50. Is this your first tour as company commander?
- A. Yes
 - B. No
51. How helpful did you find company commander school in terms of preparing you for pushing companies?
- A. Very helpful
 - B. Somewhat helpful
 - C. Not helpful
 - D. Don't know
52. How would you assess the quality of recruit input under zero-draft conditions?
- A. Quality is lower
 - B. Quality is the same
 - C. Quality is higher

(PLEASE GO ON TO NEXT PAGE)

53. How many children do you have?

- A. 0
- B. 1
- C. 2
- D. 3
- E. 4
- F. 5
- G. More than 5
- H. Not married

54. Did you request duty as company commander?

- A. Yes
- B. No
- C. Don't remember

55. When you first learned of your present assignment, did you expect to be company commander?

- A. Yes
- B. No

56. Before your present assignment, did you consider pushing companies to be good duty?

- A. Very desirable
- B. Desirable
- C. Somewhat desirable
- D. Very undesirable
- E. Hadn't thought about it

57. If you had your choice, how many companies would you push in a three-year tour of duty?

- A. 0
- B. 1
- C. 2
- D. 3
- E. 4
- F. 5
- G. 6
- H. More than 6

58. Have you had a "hold job"?

- A. Yes
- B. No

59. Do you like the present rotational system of alternating "hold jobs" and recruit company commander duty?

- A. Yes
- B. No
- C. I have no strong feelings one way or the other

60. Do you enjoy pushing companies?

- A. Very much
- B. Somewhat
- C. Not at all

61. Do you feel that there should be a special physical fitness requirement for selection to company commander duty?

- A. Yes
- B. No
- C. No opinion

(PLEASE GO ON TO NEXT PAGE)

62. Would you say there are weaknesses in the way company commanders are evaluated?

- A. Yes
- B. No
- C. Don't know

63. Have any of your recruits ever written to you to tell you that they appreciated your efforts during training?

- A. Yes
- B. No
- C. Don't remember

64. How helpful do you find recruits' hard cards (for example, do they help you choose your RCPOs)?

- A. Very helpful
- B. Somewhat helpful
- C. Not helpful
- D. I do not consider hard cards

65. How helpful have you found the drop conferences at the end of training?

- A. Very helpful
- B. Somewhat helpful
- C. Not helpful
- D. We do not have drop conferences
- E. The first drop conference was helpful but subsequent ones have not been

PART III: On the following items, please mark your answer sheet with what you consider to be the three most appropriate choices.

66. What system is at present being used most often to evaluate company commanders?

- A. The battalion commander.
- B. The performance of his company.
- C. The personal biases of the evaluator
- D. Battalion and regimental commanders
- E. The company commander's personal qualities and attitudes
- F. The Military Evaluation Department
- G. The Military Training Officer
- H. Don't know

67. What are some of the things that make the job of recruit company commander harder, or easier, than the other jobs you have had in the Navy?

- A. Requires more responsibility, patience, etc., than other jobs
- B. Marching, physical demands
- C. Provides more job satisfaction
- D. Takes a lot of time; long hours
- E. Too much interference or pressure from above
- F. Gets easier after learning the routine
- G. It is a complex, demanding job requiring alertness at all times
- H. It is difficult to enforce discipline without endangering one's rate
- I. The quality of some recruits is poor

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68. What changes, if any, in recruit training would help the company commander do a better job?
- A. More company periods and review time, especially in early phases of training
 - B. More control over set-backs
 - C. Eliminate competitive marking system and make the system more objective
 - D. More assistants and help, especially at the beginning of training
 - E. Less interference from above
 - F. Lay stress on useful subjects and less emphasis on competitive marks
 - G. Longer period of training and better planning of recruit schedule
 - H. Have classification, testing, dental work, clothes issue, etc., before company is formed
 - I. More authority and freedom to enforce discipline; more backing
 - J. Less interference from parents, public, etc.
 - K. More careful screening of recruits
 - L. Eliminate or cut down paperwork

69. Which of the following describe your wife's attitudes toward your assignment as a recruit company commander?
- A. She is a good Navy wife and accepts every job I have
 - B. She dislikes the duty because it is a tremendous strain on her and the family
 - C. She has no complaints other than that I spend too little time at home, neglecting social and domestic responsibilities
 - D. She enjoys it, is proud of the duty and interested in recruit problems
 - E. She has no complaints other than the long hours during the first few weeks
 - F. She likes it because it is shore duty
 - G. She complains about the long hours and physical and mental strain on me
 - H. Not married

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70. What would you say are the main problems, if any, that you have had in pushing companies?

- A. Schedules are too tight; must spend own time with company
- B. Unfair evaluation practices, favoritism in inspections, cheating on tests
- C. Interference from above, no cooperation from officers or Military Evaluation Department
- D. Unnecessary classes, inspections, and appointments that interfere with training
- E. Too much paperwork
- F. Not enough time for forming company
- G. Difficult to motivate men under present marking system, competition is between company commanders rather than companies
- H. Difficulty in getting started with first company
- I. No authority or backing in enforcing discipline
- J. Difficult to get rid of low caliber men

71. What sorts of things do you, personally, feel should be considered in judging a company commander?

- A. His own merits rather than his company's performance
- B. The type of sailors he turns out
- C. His ability to handle men; leadership
- D. His attitude
- E. His performance, effort, and amount of time spent with the company
- F. The discipline of recruits especially when he isn't there
- G. The judgment of qualified officers who observe the company and company commander
- H. The cleanliness and appearance of recruits
- I. Company performance and marks
- J. His appearance

72. What type of problems did you, as company commander, have in enforcing or administering discipline?

- A. Restriction in authority to administer discipline
- B. Recruits run to parents, chaplain
- C. No way of punishing infractions; demerit system does not work
- D. No backing; battalion commanders are ineffective or do not enforce discipline
- E. There is too much red tape in getting infractions punished
- F. There are a few problem cases in every company
- G. I had no difficulties administering discipline

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73. In general, what characteristics make a top-notch company commander?

- A. Enjoys company commander duty, wants to teach recruits
- B. Neat, clean, with good military appearance
- C. Patient, friendly, good disposition
- D. Hard worker, energetic, puts in extra time and effort
- E. Good leadership qualities, able to handle men
- F. Strict, firm, able to enforce discipline
- G. Understands recruit problems, helpful
- H. Devoted to duty, pride in the Navy
- I. Sincere, truthful, honest
- J. Dignified and self-assured
- K. Able to give commands, good voice
- L. Impartial, plays no favorites
- M. Physically qualified, good health
- N. Moderate or high intelligence
- O. Good record with the Navy
- P. Little or no drinking

74. What characteristics would make a man a poor candidate for company commander duty?

- A. Bad attitude towards the Navy
- B. Dishonest, cheats and plays favorites
- C. Emotionally unstable, not patient, bad temper
- D. Sloppy, dirty, poor military bearing
- E. Heavy drinker
- F. Incompetent leader or instructor, inexperienced in handling men
- G. Unable to give orders calmly, resorts to shouting or profanity
- H. Poor home life
- I. Bad background in previous duty
- J. Poor physical condition
- K. Does not want to be a company commander, just a job to him
- L. Lazy, puts in little effort or time

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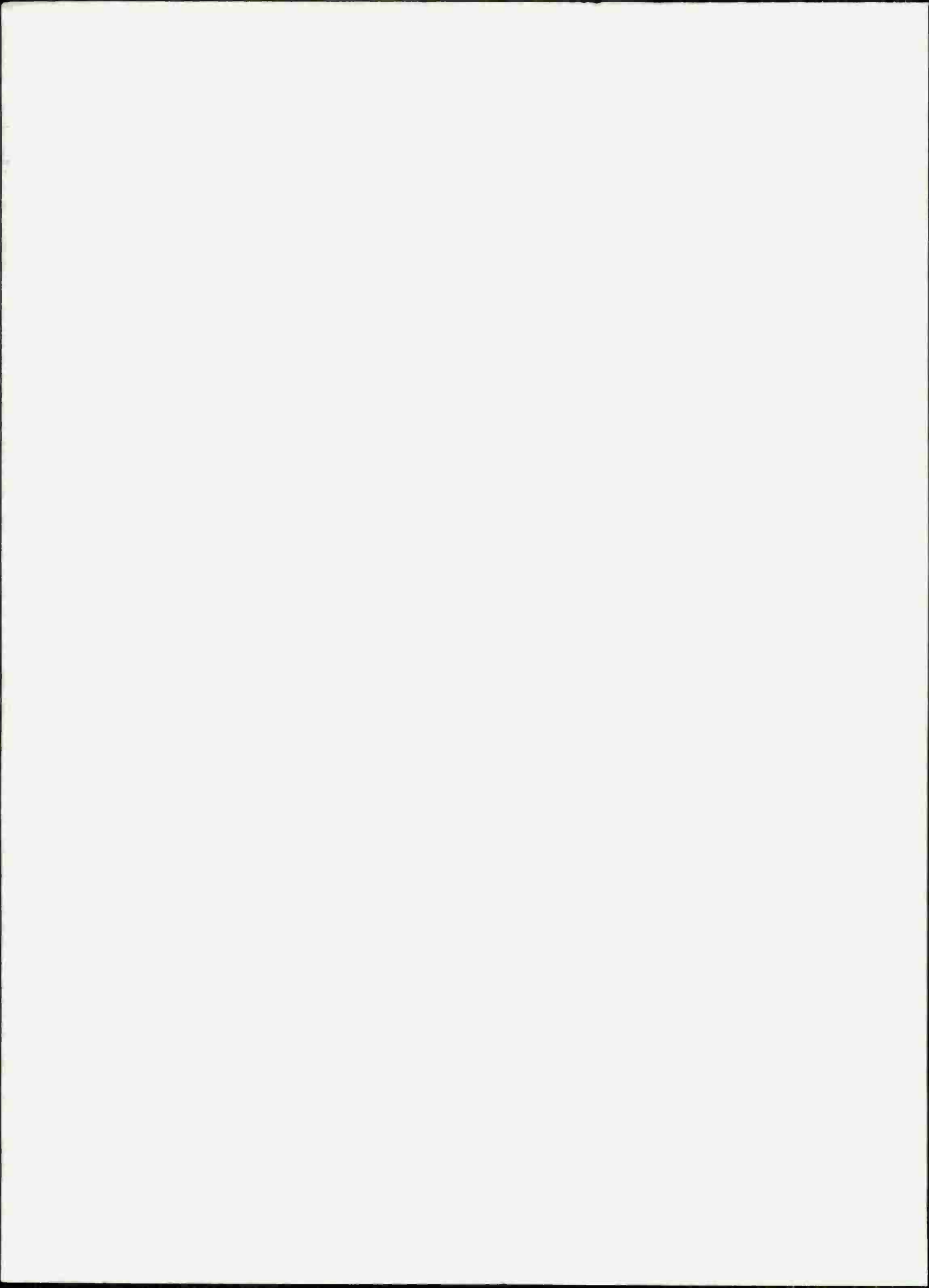
75. What sorts of objectives do you, personally, aim at in pushing a company?

- A. To teach cleanliness, neatness
- B. To teach discipline, respect, obedience
- C. To turn civilians into good sailors
- D. To get through, push an average company
- E. To teach teamwork
- F. Turn out sailors who will like the Navy and take pride in it
- G. To instill moral qualities such as honesty, truthfulness and industriousness
- H. To teach self-reliance; enable men to take care of themselves
- I. To turn out a sailor that one would be proud to have in his division
- J. To aim for good marks, get the top company
- K. To pass on naval knowledge, details of Navy life

76. Which of the following goals is generally considered more important among company commanders? (Mark only one answer.)

- A. Attainment of as many military and academic awards as possible
- B. Turning out the best possible sailors in the maximum possible numbers regardless of the military and academic awards won by the company

APPENDIX B



APPENDIX B

TABLE A

Part I Item Statistics

Item	San Diego		Great Lakes		Orlando (Male)		Orlando (Female)	
	M	S.D.	M	S.D.	M	S.D.	M	S.D.
1. Assistance from battalion commander	3.54	.99	3.93	1.00	4.05	1.00	3.29	1.17
2. Authority you have	3.36	1.22	3.14	1.25	2.92	1.43	3.09	1.40
3. Amount of confidence MTO has in your ability	3.86	1.12	2.89	1.22	3.89	1.08	3.38	1.26
4. Opportunity for independent thought or action	3.41	1.19	2.66	1.26	3.55	1.12	2.82	1.19
5. Opportunity for participation	2.84	1.26	2.37	1.18	2.92	1.29	2.44	1.23
6. Condition of necessary equipment	2.68	1.21	2.83	1.13	3.41	1.29	3.27	1.31
7. Efficient use of time	2.75	.96	2.37	1.05	3.05	1.09	2.18	1.09
8. Administrative red tape	2.50	1.07	2.19	1.08	2.78	1.16	1.97	.93
9. Pay	2.00	1.16	1.69	.99	2.05	1.22	1.65	.77
10. Attitude of wife and family	2.36	1.33	1.80	1.15	2.92	1.45	3.21	1.72
11. Time spent away from home	1.78	1.02	1.33	.75	1.91	1.18	1.71	.94
12. Cooperativeness among company commanders	3.40	1.23	3.25	1.26	4.00	1.16	3.32	1.27
13. Opportunity for friendship	3.21	1.13	3.02	1.19	3.68	1.21	2.53	1.16
14. "Hold jobs" based on what you are good at	2.61	1.15	2.45	1.21	3.10	1.28	2.47	1.02
15. Length of hold jobs	2.47	1.16	2.24	1.14	3.01	1.24	2.29	1.22
16. Quality of recruits	2.25	.96	1.75	.82	2.41	1.04	2.41	1.08
17. Selection of most capable company commanders for challenging assignments	2.61	1.01	2.43	.99	2.75	1.06	2.32	1.21
18. Appreciation of effort put into job	2.63	1.26	2.71	1.17	2.39	1.20	2.56	1.11
19. Opportunity to find out how you are doing	3.04	1.11	2.74	1.12	3.12	1.12	2.50	.93
20. MTO's consideration of ideas and suggestions	2.97	1.13	1.84	.97	2.48	1.31	2.18	1.00
21. MTO's receptiveness to ideas based on your experience	3.20	1.20	1.91	1.03	2.69	1.33	2.36	.86
22. Meeting problems head on	2.83	1.20	2.33	1.21	2.60	1.18	1.74	.90

TABLE A (continued)

Item	San Diego		Great Lakes		Orlando (Male)		Orlando (Female)	
	M	S.D.	M	S.D.	M	S.D.	M	S.D.
23. Backing from battalion commander	3.25	1.18	3.78	1.07	3.98	1.16	3.27	1.35
24. Opportunity to complete work	3.29	.92	3.04	.97	3.74	1.04	3.53	1.07
25. Respect and fair treatment from MTD	3.47	1.14	2.67	1.19	3.55	1.17	2.91	.90
26. Knowing what battalion commander expects of you	3.39	1.06	3.74	1.02	4.18	.94	3.41	1.02
27. Getting credit for good ideas	2.91	1.09	2.48	1.05	3.99	1.17	2.68	1.01
28. Superiors' backing of your decisions	3.15	1.09	2.85	1.15	3.47	1.22	2.68	1.07
29. Fairness of MED inspections	2.66	1.21	2.57	1.05	2.77	1.37	2.71	.94
30. Personal factors entering company commander evaluation	2.65	1.21	2.38	1.20	2.59	1.11	2.29	1.12
31. Feeling of worthwhile accomplishment	3.74	1.19	3.42	1.25	4.23	1.08	3.65	1.32
32. Performance standards are known and understood	2.58	1.05	2.14	1.04	2.60	1.15	2.03	.94
33. Personal contribution to mission of Navy	3.94	1.02	3.71	1.16	4.30	.91	3.74	1.14
34. Personal satisfaction derived from pushing companies	3.95	1.23	3.58	1.35	4.42	.93	4.09	1.14
35. Development of potential for broader responsibilities	3.79	1.33	3.35	1.43	4.15	1.09	3.53	1.42
36. Level of morale	2.78	1.19	2.15	1.12	2.86	1.19	1.88	.84
37. Opportunity for personal growth	3.15	1.18	2.50	1.21	3.53	1.19	3.27	1.26
38. Opportunity to do challenging work	3.55	1.20	3.20	1.20	3.92	1.14	3.62	1.21
39. Variety in your job	3.28	1.17	2.82	1.25	3.45	1.29	3.21	1.15
40. Overall evaluation of company commander duty	3.18	1.37	2.39	1.39	3.80	1.22	3.27	1.38
49. Would you volunteer for another tour as company commander? ^a	2.11	.80	1.62	.76	2.36	.75	1.82	.80
60. Do you enjoy pushing companies? ^a	2.20	.70	1.93	.72	2.53	.60	2.32	.68

^a Items 49 and 60 (from Part II) are on a 3-point scale, in contrast to the remainder of the items (from Part I), which are on a 5-point scale.

APPENDIX B

TABLE B

Selected Items from Part II--Percentage
Distribution of Responses
From Each RTC

Item	San Diego	Great Lakes	Orlando (Male)	Orlando (Female)
56. Before your present assignment, did you consider pushing companies to be good duty?				
Hardly thought about it	47.6	37.9	44.0	31.4
Very undesirable	21.2	26.0	14.8	28.6
Somewhat undesirable	9.4	11.9	9.3	20.0
Desirable	13.5	11.0	19.2	11.4
Very undesirable	8.2	13.2	12.6	8.6
61. Do you feel that there should be a special physical fitness requirement for selection to company commander duty?				
Yes	53.2	50.9	50.5	71.4
No	29.2	33.6	33.0	25.7
No opinion	17.5	15.5	16.5	2.9
65. How helpful have you found the drop conferences at the end of training?				
Not helpful	48.5	73.6	79.4	70.8
Somewhat helpful	47.3	24.5	19.4	29.2
Very helpful	4.2	1.9	1.2	0.0

APPENDIX B

TABLE C

Part III Item Alternative Rankings and 1974 Endorsement Percentages

1974 Endorse- ment (%)	Rank		Item and Alternatives
	1957	1974	
			66. What system is at present being used most often to evaluate company commanders?
23	2	2	A. The battalion commander
32	1	1	B. The performance of his company
9	4	4	C. The personal biases of the evaluator
7	6	5	D. Battalion and regimental commanders
15	5	3	E. The company commander's personal qualities and attitudes
4	7	8	F. The Military Evaluation Department
6	-	6	G. The Military Training Officer
4	3	7	H. Don't know

			67. What are some of the things that make the job of recruit company commander harder, or easier, than the other jobs you have had in the Navy?
17	6	3	A. Requires more responsibility, patience, etc., than other jobs
2	3	9	B. Marching, physical demands
5	2	8	C. Provides more job satisfaction
20	1	1	D. Takes a lot of time; long hours
11	8	5	E. Too much interference or pressure from above
6	9	7	F. Gets easier after learning the routine
10	5	6	G. It is a complex, demanding job requiring alertness at all times
17	4	2	H. It is difficult to enforce discipline without endangering one's rate
13	7	4	I. The quality of some recruits is poor

TABLE C (continued)

1974 Endorse- ment (%)	Rank		Item and Alternatives
	1957	1974	
			68. What changes, if any, in recruit training would help the company commander do a better job?
8	3	6	A. More company periods and review time, especially in early phases of training
3	4	12	B. More control over set-backs
10	2	5	C. Eliminate competitive marking system and make the system more objective
5	5.5	8	D. More assistants and help, especially at the beginning of training
6	7	7	E. Less interference from above
12	8	4	F. Lay stress on useful subjects and less emphasis on competitive marks
3	9	11	G. Longer period of training and better planning of recruit schedule
16	5.5	1	H. Have classification, testing, dental work, clothes issue, etc., before company is formed
13	1	3	I. More authority and freedom to enforce discipline; more backing
4	10	10	J. Less interference from parents, public, etc.
16	11	2	K. More careful screening of recruits
4	12	9	L. Eliminate or cut down paperwork

			69. Which of the following describe your wife's attitudes toward your assignment as a recruit company commander?
20	1	1	A. She is a good Navy wife and accepts every job I have
10	2	5	B. She dislikes the duty because it is a tremendous strain on her and the family
19	3	2	C. She has no complaints other than that I spend too little time at home, neglecting social and domestic responsibilities

TABLE C (continued)

1974	Rank		Item and Alternatives
Endorse- ment (%)	1957	1974	
69. (continued)			
7	4	7	D. She enjoys it, is proud of the duty and interested in recruit problems
17	5	3	E. She has no complaints other than the long hours during the first few weeks
9	6	6	F. She likes it because it is shore duty
14	7	4	G. She complains about the long hours and physical and mental strain on me
4	-	8	H. Not married
-	-	-	-
70. What would you say are the main problems, if any, that you have had in pushing companies?			
12	3	4	A. Schedules are too tight; must spend own time with company
15	4	2	B. Unfair evaluation practices, favoritism in inspections, cheating on tests
3	2	10	C. Interference from above, no cooperation from officers or Military Evaluation Department
11	5	5	D. Unnecessary classes, inspections, and appointments that interfere with training
8	7	6	E. Too much paperwork
4	10	9	F. Not enough time for forming company
21	8	1	G. Difficult to motivate men under present marking system, competition is between company commanders rather than companies
5	9	8	H. Difficulty in getting started with first company
6	1	7	I. No authority or backing in enforcing discipline
15	6	3	J. Difficult to get rid of low caliber men

TABLE C (continued)

1974 Endorse- ment (%)	Rank		Item and Alternatives
	1957	1974	
			71. What sorts of things do you, personally, feel should be considered in judging a company commander?
18	8	2	A. His own merits rather than his company's performance
11	6	5	B. The type of sailors he turns out
20	5	1	C. His ability to handle men; leadership
13	2	4	D. His attitude
10	3	6	E. His performance, effort, and amount of time spent with the company
14	7	3	F. The discipline of recruits especially when he isn't there
2	9	9	G. The judgment of qualified officers who observe the company and company commander
3	10	8	H. The cleanliness and appearance of recruits
2	4	10	I. Company performance and marks
9	1	7	J. His appearance
- - - - -			- - - - -
			72. What type of problems did you, as company commander, have in enforcing or administering discipline?
20	1	2	A. Restriction in authority to administer discipline
15	4	5	B. Recruits run to parents, chaplain
10	3	6	C. No way of punishing infractions; demerit system does not work
4	2	7	D. No backing; battalion commanders are ineffective or do not enforce discipline
16	6	4	E. There is too much red tape in getting infractions punished
20	5	1	F. There are a few problem cases in every company
17	-	3	G. I had no difficulties administering discipline
- - - - -			- - - - -

TABLE C (continued)

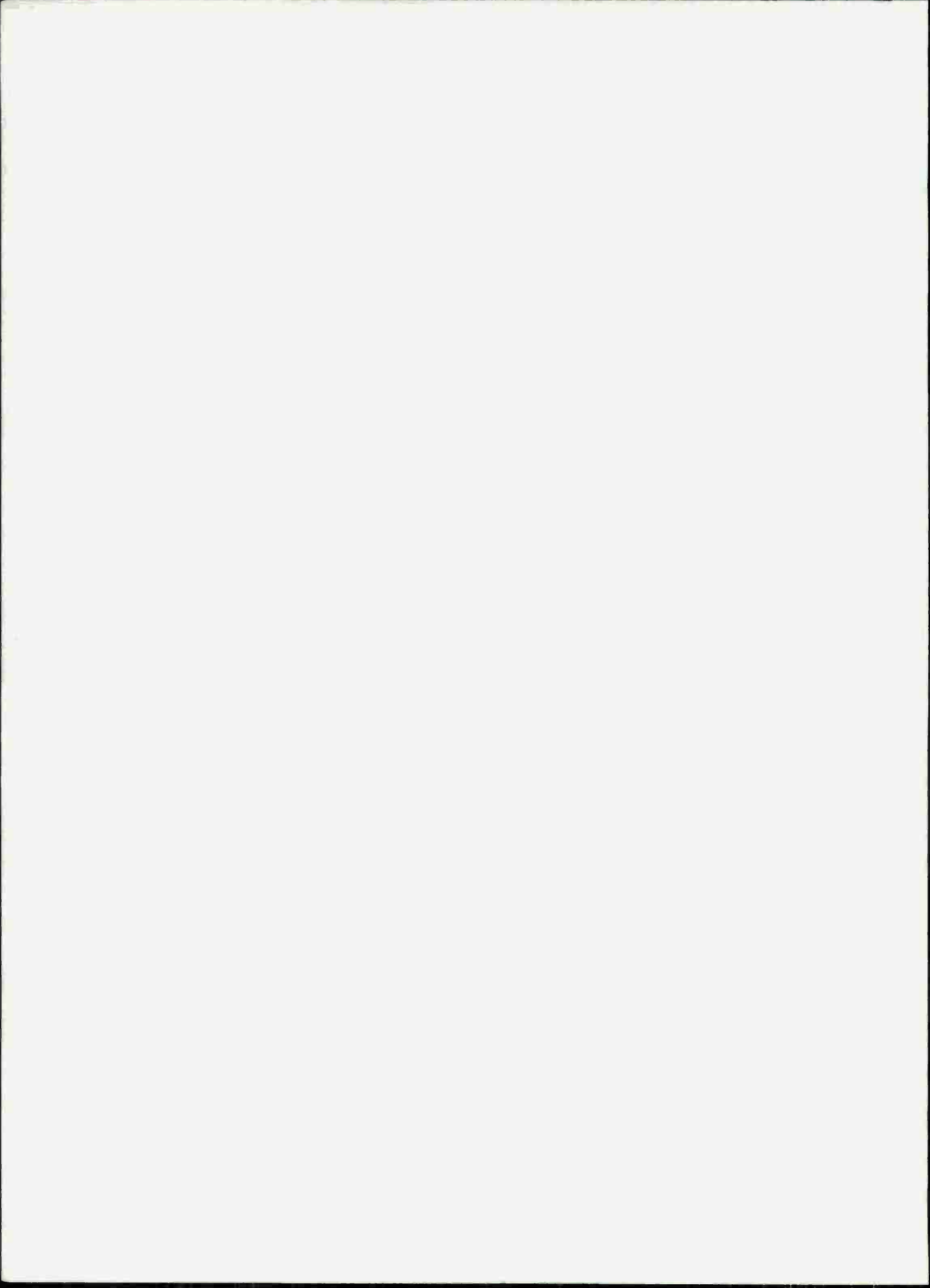
1974 Endorse- ment (%)	Rank		Item and Alternatives
	1957	1974	
			73. In general, what characteristics make a top-notch company commander?
19	2	1	A. Enjoys company commander duty; wants to teach recruits
8	1	5	B. Neat, clean, with good military appearance
4	5	9	C. Patient, friendly, good disposition
9	3	4	D. Hard worker, energetic, puts in extra time and effort
17	4	2	E. Good leadership qualities, able to handle men
10	7	3	F. Strict, firm, able to enforce discipline
3	6	10	G. Understands recruit problems, helpful
8	8	6	H. Devoted to duty, pride in the Navy
5	9	8	I. Sincere, truthful, honest
2	12	14	J. Dignified and self-assured
2	10	13	K. Able to give commands, good voice
6	12	7	L. Impartial, plays no favorites
3	12	11	M. Physically qualified, good health
2	14	15	N. Moderate or high intelligence
2	15.5	16	O. Good record with the Navy
2	15.5	12	P. Little or no drinking

			74. What characteristics would make a man a poor candidate for company commander duty?
17	10	1	A. Bad attitude toward the Navy
8	6	6	B. Dishonest, cheats and plays favorites
13	2	2	C. Emotionally unstable, not patient, bad temper
13	3	3.5	D. Sloppy, dirty, poor military bearing
7	4	8	E. Heavy drinker
13	7	3.5	F. Incompetent leader or instructor, inexperienced in handling men
4	8	9	G. Unable to give orders calmly, resorts to shouting or profanity

TABLE C (continued)

1974	Rank		Item and Alternatives
Endorse- ment (%)	1957	1974	
74. (continued)			
2	9	11	H. Poor home life
1	12	12	I. Bad background in previous duty
3	11	10	J. Poor physical condition
12	1	5	K. Does not want to be a company commander, just a job to him
8	5	7	L. Lazy, puts in little effort or time

75. What sorts of objectives do you, personally, aim at in pushing a company?			
6	2	8	A. To teach cleanliness, neatness
21	3	1	B. To teach discipline, respect, obedience
7	1	7	C. To turn civilians into good sailors
0	11	11	D. To get through, push an average company
13	8	3	E. To teach teamwork
13	6	4	F. Turn out sailors who will like the Navy and take pride in it
8	5	6	G. To instill moral qualities such as honesty, truthfulness, and industriousness
11	4	5	H. To teach self-reliance; enable men to take care of themselves
17	7	2	I. To turn out a sailor that one would be proud to have in his division
1	9	10	J. To aim for good marks, get the top company
3	10	9	K. To pass on naval knowledge, details of Navy life



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